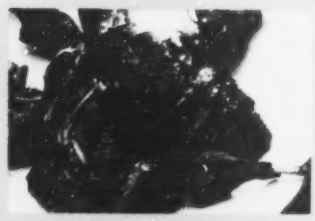
C1850-3

McDONALD'S PART II: THE INSIDE STORY...44



Top chefs share best duckling recipes...102

JOB$: Institutional workers say they're underpaid.....74
R&I Computer Catalog: Innovative software & hardware....135
Food: Unusual twists add variations to veggies.....146

AUGUST 21, 1989

A Cahners publication serving the total foodservice industry

RESTAURANTS & INSTITUTIONS

PD6169966 (9010) 041/ 00
SEI ACQUISITIONS
CONGRESSIONAL INFO SVC
4520 EAST WEST HWY
BETHESDA MD 20814

SANDRA DARLING: SECOND GENERATION McDONALD'S FRANCHISEE

AUG. 21, 1989

CONTENTS

VOL. 99 NO. 22

Restaurants & Institutions: winner of more Neal Awards than any other foodservice magazine.

BRIEFINGS
A summary for busy readers 5

COMMENTS
The far-reaching influence of McDonald's 11
Operations in this issue 11

VIEWPOINT
Institutional agendas define industry as a whole 12

R&I FORUM
Reader's Comments: Trademark rights, false advertising laws enhanced 16

R&I REPORT
Business: Making sweat equity pay off 20
Politics: PACs, honoraria under attack 24
Fast Food: Green lights turn yellow for some double drive-thrus 30
Labor: Godfather's, Max & Erma's write fun into job description 34

R&I SCENE
1989 Ivy Awards dinner 39

R&I EXCLUSIVE
Industry Leaders: Inside McDonald's 44

R&I FOCUS
Annual JOB$ Survey: More than a day's work (second in two-part series) 74

MENUS
Menu Concepts: Desserve Cafe offers low-fat mini-desserts 92
Menu Census: Cheesecake hailed as good seller 93
Design: Bella Luna commissions young artist for menu cover 98

TASTE
Menu Trends: Beyond Duck à l'orange 102

INDEPENDENTS
Hotline 125

LIQUID ASSETS
Marketing: Made-in-the-USA brews maintain competive edge 129

COMPUTER CATALOG
Systems: The byte stuff '89 135

FOOD
Produce Preparation: Versatile vegetables 146

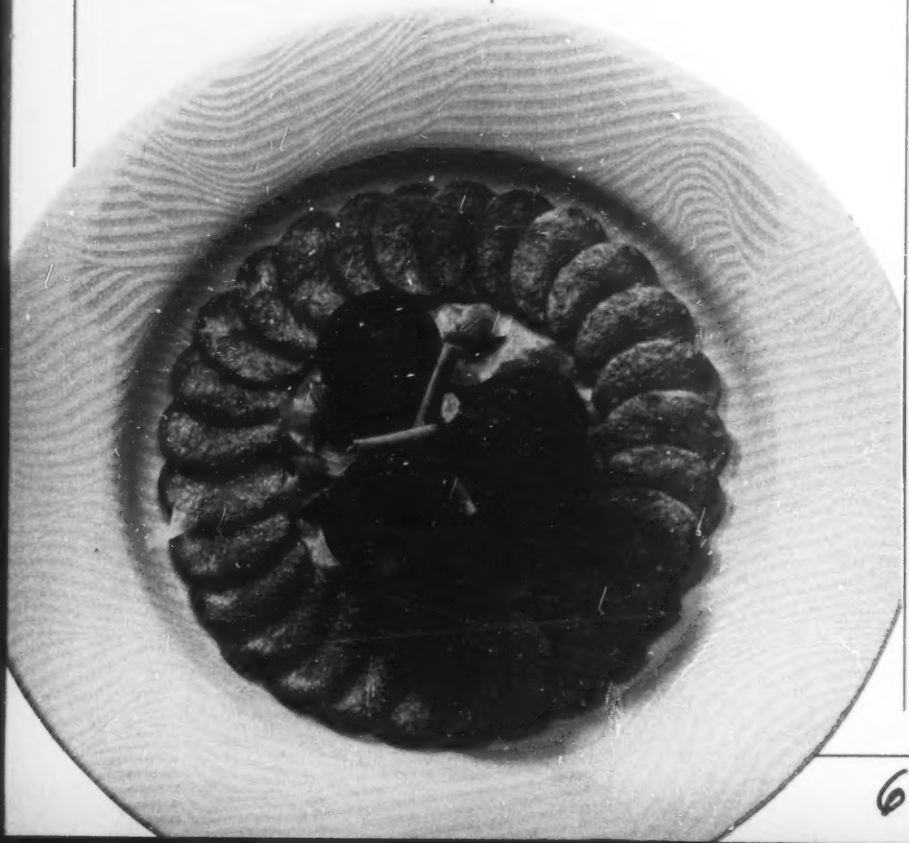
MARKETPLACE
Breakfast: Fragrant morning glories from the baker's oven 164
Breakfast Bread Products 170
Buyers' Mart: Products 173

CLASSIFIED ADS
Buying, selling, changing jobs 188

ACTION EXPRESS
For more information about products 196

ADVERTISERS INDEX
Where to find ads in this issue 196

READER SERVICE CARD
To send for more information 197



(Cover) Stuffed Long Island Duck Legs, prepared by the 1988 U.S. Culinary Team.

■ ANNUAL JOB$ SURVEY

MORE THAN A DAY'S WORK

The demands and frustrations are unending, but foodservice executives relish the challenge.

By Jeff Weinstein and Beth Gotschall

Foodservice may be just a job when short-sighted management limits an executive's role and imagination. But it becomes a career when ideals are upheld, the work is challenging and the organization gives emotional and financial support to its executives.

Part II of *R&I*'s 21st annual JOB$ survey, which examines the career attitudes of foodservice executives, shows that when a job is challenging, the rewards outweigh the frustrations. It also reveals that moving up through the ranks or into private enterprise is the goal of the ambitious, especially chefs and unit managers.

For companies looking for ways to reduce management turnover, the survey indicates that job security and a clear career path are key motivators for today's top personnel. But the survey indicates that only 36% of respondents feel secure in their jobs. And while 67% still believe in company loyalty, it cannot be bought when commitment falls short—and only 27% say a clear career path has been communicated.

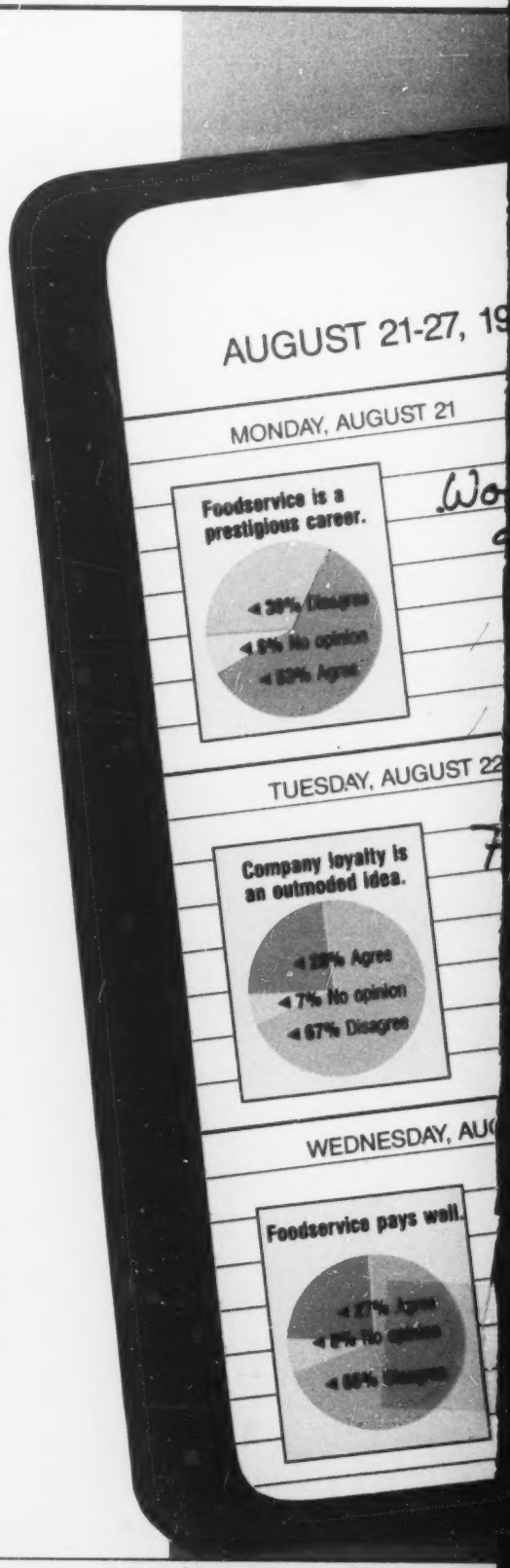
In the battle for equality, the foodservice industry appears to be making small gains. There are more female managers, but the industry's record on promoting females is far from perfect. Women say they still must work twice as hard to make half the progress and grasp every available option to succeed, often at the expense of their personal lives.

Also, racial discrimination is still evidenced by survey results that show 86% of blacks, 65% of Hispanics and 59% of Orientals reporting instances of discrimination.

The demands of a career in the hospitality industry still have a negative impact on life outside the office. Because of long hours and unexpected personnel problems, the personal relationships of unit managers and food and beverage directors suffer most often. For those looking for more stability, life in an institutional setting trades "glamour" for time to fulfill private needs and desires.

Respondents to the survey deal with the stress of a long work week in different ways. For executives working 70 to 80 hours a week, a varied schedule, including community relations work, can help balance the load. Computerizing operations, especially on the institutional side, helps ease the paperwork burden that can overwhelm a manager.

Along with an array of data drawn from the survey, the following pages contain profiles of executives from various segments of the industry. As in Part I of *R&I*'s JOB$ Survey (Aug. 7), their stories support the statistics on the satisfactions and frustrations of a foodservice career. In general, these foodservice professionals say they are happy with their chosen field, but need respect, support and the assurance that they are making an important contribution to their organization.



continued on page 80

&RESTAURANTS & INSTITUTIONS

JULY 1989

SU	MO	TU	WE	TH	FR	SA
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

AUGUST 1989

SU	MO	TU	WE	TH	FR	SA
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

SEPTEMBER 1989

SU	MO	TU	WE	TH	FR	SA
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

OCTOBER 1989

SU	MO	TU	WE	TH	FR	SA
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

9

THURSDAY, AUGUST 24

Stress seminar 9AM

Joey's Little League (v time)

FRIDAY, AUGUST 25

Catch up on paperwork

Buy anniversary flowers ✓

SATURDAY, AUGUST 26

Vacation Day

Staff meeting/ discuss retention problems

SUNDAY, AUGUST 27

Revise lunch menu

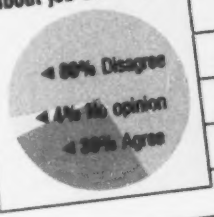
ST 23

Meet with VP for career/ salary review

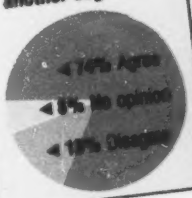
k kinks out POS system

on staff picnic, awards banquet

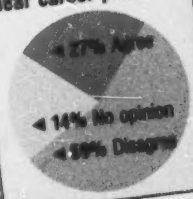
I don't have to worry about job security.



I wouldn't mind working in another segment.



Company has laid out clear career path.

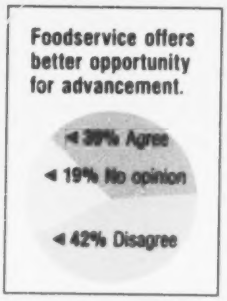


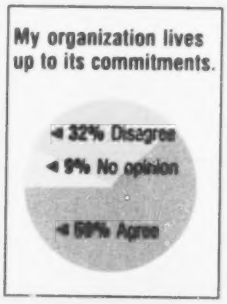
©1989 *Restaurants and Institutions*, a Cahners publication.

JOB$ '89

continued from page 75

PROSPECTS





VICE PRESIDENT

Avg. hours per week: 58.9
Challenged by job: 84.1%
Frustrated by job: 44.5%
Having fun on job: 34.8%
David Freed, 36, is vice president of support services at The Mount Sinai Medical Center in New York.

"I've noticed pervading bias against the hospitality industry. Support services like foodservice and housekeeping are somehow considered second class in so many industries, especially health care.

"We don't conquer diseases or further clinical research. Rather, it's thought that support services divert funds that could otherwise be channeled into these primary missions. More than ever, we are pressured to reduce costs and improve services at the same time. The resulting conflict can be extremely demotivating.

"Support-services managers are too often viewed as less sophisticated, an attitude reinforced through compensation, career ladders, physical facilities and communication—there is the belief that if it isn't cooked or cleaned, support services doesn't need to know about it. It's a source of frustration.

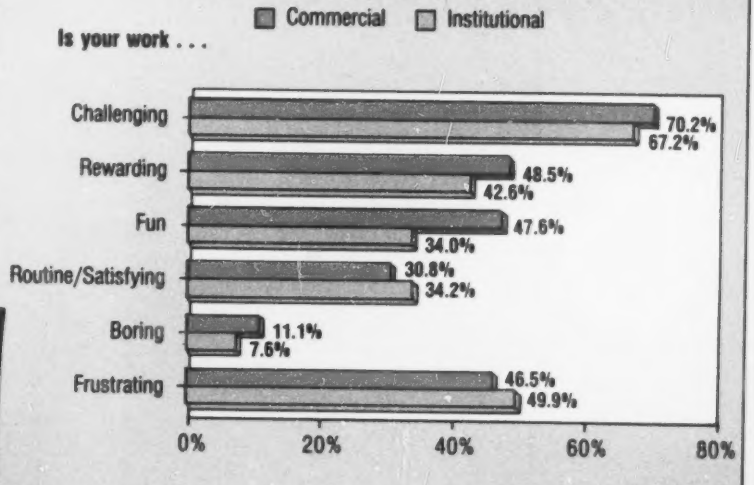
David Freed, vice president of support services at The Mt. Sinai Hospital, New York.

"By the same token, it's a source of challenge. In a good facility, there is a tremendous opportunity for innovation. I've seen a change in attitude occur within our industry. The ability to bring professional concepts and professional people to the institutional side of foodservice is worth the price of admission alone."

ATTITUDES

INDUSTRY IMPRESSIONS

The challenges and rewards of a job well done and guest satisfaction still outweigh the frustrations brought about by problems such as labor shortages.



©1989 *Restaurants and Institutions*, a Cahners publication.

continued on page 84

JOB$ '89

continued from page 80

■ ASSISTANT UNIT MANAGER

Avg. hours per week: 53.1
Challenged by job: 45.2%
Frustrated by job: 55.1%
Having fun on job: 40%
N.C. Drummond, 27, recently quit his position of two years as assistant unit manager at a casual/theme restaurant chain after the effects of a corporate buyout became too frustrating.

"When I first started with this restaurant company, they were very high on communication. There were weekly meetings between management and employees and between company executives and unit management. You felt like you were somebody, like the company cared. The founder and president was really a people person and everyone knew what was going right, what needed work, what the game plan was for the immediate and long-term future. We were a team.

"About a year later, the founder sold the company, agreeing to stay on for one more year. But when he retired, everything changed.

"The new corporation was totally bottom-line profit oriented. We were not being run by managers, we were being run by a budget, by some white shirt and tie in a room with a computer. Budgets were cut to unworkable levels and the managers were saying, 'I can't run this restaurant on nickels and dimes.' They were being forced to do a job and were not given the resources to do it. The pressure was so high that everyone was too busy covering themselves to run things in the best interest of the restaurant.

"There was a lot of robbing Peter to pay Paul. So if the food costs were too high, corporate cut the maintenance budget to offset it, and we didn't have the money to pay for anything but surface cleaning. When they got word that someone from corporate was coming in for an inspection, we had to arrange for an all-night cleaning party, busing people in from the other restaurants. It was frantic and inefficient. But it was the only way they knew how to deal with it without increasing the maintenance budget to where it should be.

"And when we came close to getting the food costs in line, corporate would issue coupons for high dollar amounts without realizing that made food costs rise. I tried to explain that, but they didn't listen—or they didn't care.

"Corporate thought if they ranted and raved enough, something magical would happen and the budget would come in line. You can bet there was a bit of number fudging going on, indicating inventory that didn't exist to make the books look good. That might cover it for the short term, but it will eventually snowball. You can't sell what you don't have. It was a mess. Yet all this pressure to cut costs had profits way up—that's all they saw. But the restaurants were falling apart and they were burning up managers.

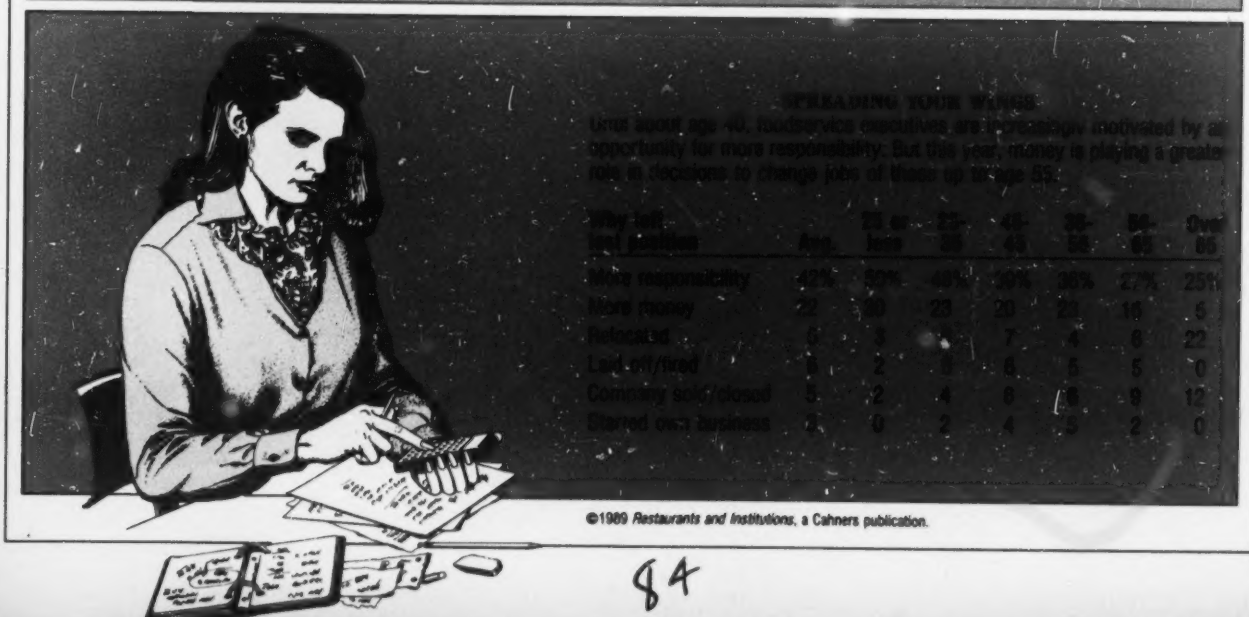
"Communication had completely disintegrated—we hadn't had a staff meeting in two and a half months. Each manager came in and did their shift their way. The staff was completely confused and morale was at an unbelievable low. It got to the point where I was just spending time, and that's why I left.

"My wife summed it up this way: 'If you feel you're being abused and nobody cares about you, you're going to reflect that to your employees and customers.' When the customers think you don't care, you're lost.

"One of the first things I asked when I interviewed for my new job was 'How much are you paying your staff?' If I've learned one thing, it's that the amount you pay your people reflects your attitude toward them and their work. What kind of people do they think are going to give 110% for $4 dollars an hour. The kids working for me are from the inner city because suburb kids just won't take on the jobs. And these kids have a long bus ride to work or drive cars that need repair, and they can barely afford to get to work on the money they're making.

"One of the corporate executives came in before I left. I was hoping he'd heard I had put in my notice because if he came to me to complain about something, I would have said, 'Excuse me, you're confusing me with someone who cares.' "

■ PRIORITIES



SPREADING YOUR WINGS

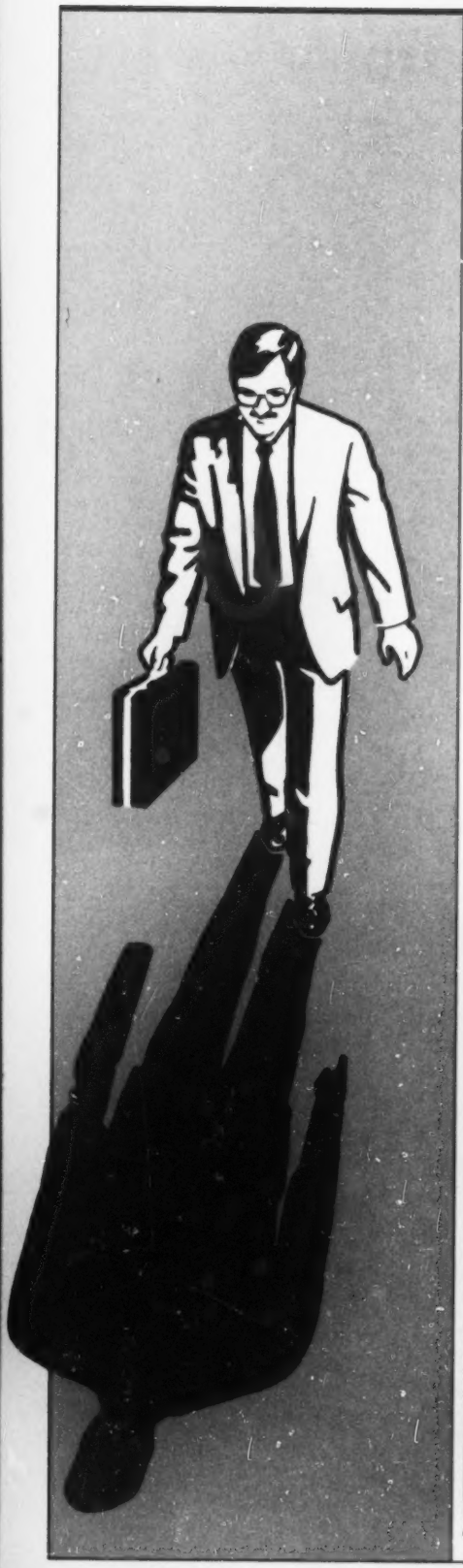
Until about age 40, foodservice executives are increasingly motivated by an opportunity for more responsibility. But this year, money is playing a greater role in decisions to change jobs of those up to age 55.

Why left last position	Avg.	25 or less	25-35	36-45	46-55	56-65	Over 65
More responsibility	43%	50%	48%	39%	36%	27%	25%
More money	22	20	23	20	23	18	6
Relocated	6	3	5	7	4	8	22
Laid off/fired	5	2	3	6	5	5	0
Company sold/closed	5	2	4	6	8	9	12
Started own business	4	0	2	4	5	2	0

©1989 *Restaurants and Institutions*, a Cahners publication.

84

JOB$ '89



DIETITIAN

Avg. hours per week: 40.6
Challenged by job: 58.3%
Frustrated by job: 49.7%
Having fun on job: 24.9%
Thomas Murphy, 27, a licensed dietitian, is the assistant director of nutrition services at East Liverpool City Hospital in East Liverpool, Ohio.

"I worked for a few years as a clinical dietitian for a 500-bed nursing home. I got very bored very quickly. There was no variety, no motivation. I was beginning to think I'd made a very big mistake in career choice—I just wasn't enjoying my job.

"When I interviewed for this position, I was taken with the challenge. They started a diversification program that includes catering, feeding for a couple of nursing homes and facilities for the handicapped. My capabilities have really expanded.

"Every day is different; new projects come up all the time. This job has opened my eyes and changed my expectations about my future as a dietitian. The responsibilities entrusted to me have made me realize how flexible my degree really is. If I wanted to, I could go into sales, corporate wellness, coordinate special programs, you name it.

"Because East Liverpool City Hospital is excellent about grooming people for higher positions, that sense of loyalty becomes mutual. It's a basic thing, but you'd be surprised at how many operations miss the boat when it comes to treating employees well and letting them know there's a future."

Thomas Murphy is assistant director of nutrition services at East Liverpool Hospital in Ohio.

GOALS

GREAT EXPECTATIONS

Moving up in the ranks or moving out into private enterprise are goals of ambitious foodservice executives. Twice as many males as females want to own their own operation, while almost 20% of females want to change industries altogether. Among minorities, 43% of Hispanics aspire to own a restaurant.

5-year goal	Regional Manager	Unit Mgr.	Asst. Mgr.	Dietitian	Asst. F&B Dir.	Chef
In a better job in this organization	43%	37%	35%	28%	44%	21%
Owning/operating foodservice operation	28	34	30	14	15	33
Where I am now	4	5	2	15	0	11
In a different industry altogether	11	22	24	18	19	11
In a different organization, but same segment	15	9	12	23	25	11

©1989 *Restaurants and Institutions*, a Cahners publication.

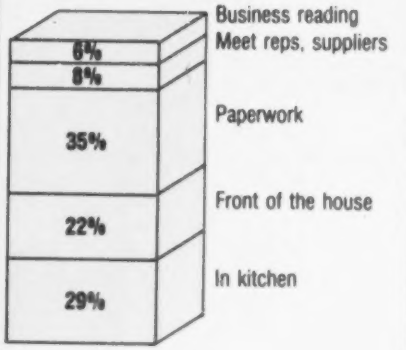
JOB$ '89

TIME

A DAY IN THE LIFE

The burdensome supply of paperwork takes up 48% of an institutional executive's time, while commercial managers spend 30% of their day in the front of the house, overseeing operations and greeting guests.

Time spent on daily tasks (Industry-wide average)



OWNER

Avg. hours per week: 60.5
Challenged by job: 79%
Frustrated by job: 38.2%
Having fun on job: 45.5%
Susan Doody, 34, opened her Lindey's restaurant in Columbus, Ohio, eight years ago. She was recently chosen as woman entrepreneur of the year by the accounting firm of Arthur Young and Co. and Inc. *magazine, both for her success with Lindey's and her involvement in the community.*

"I probably work anywhere from 70 to 80 hours a week, but the things I'm doing in those hours are varied, so it keeps things lively. I have definitely found that the success of the restaurant is directly proportionate to the number of hours I work. But all that time isn't just spent at the restaurant; I'm very involved in the community.

"Community work is important for an owner. Contacts made through outside work have helped my restaurant tremendously. It's good for my morale, too. The people involved in local causes and industries are my friends, and outside work has given me a very upbeat outlook.

"I've achieved a real balance in my life. I have no qualms about taking time out when I need it. And that goes for my managers, too. If I see them getting overwhelmed, I tell them to get out and relax for a while. That's the trick. I work a lot of hours, but I'm in control of the time. It's not in control of me. I derive so much enjoyment out of what I do, both at the restaurant and in the community, that I wouldn't change a thing."

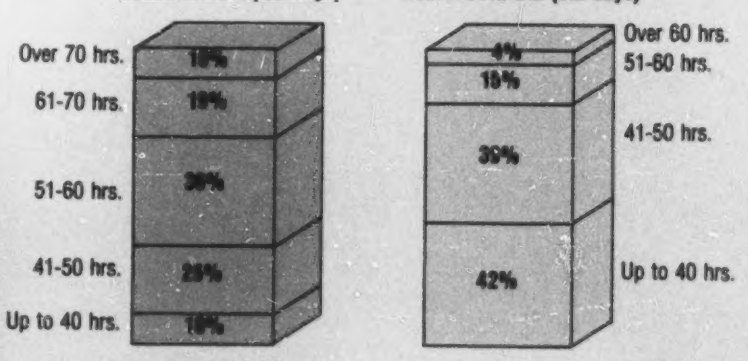
Susan Doody, owner of Lindey's, Columbus, Ohio, was honored by Arthur Young accounting firm.

HOURS

WORKING OVERTIME

The institutional sector trades "glamour" for time to pursue outside activities and fulfill private needs, while commercial operators face potential burnout much faster.

Hours worked per week



©1989 *Restaurants and Institutions*, a Cahners publication.

JOB$ '89

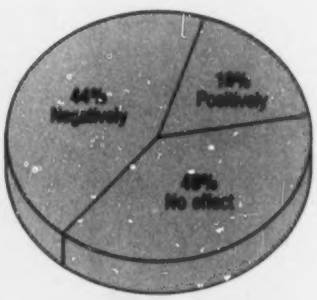
PRIVATE LIVES

WEDDED TO WORK

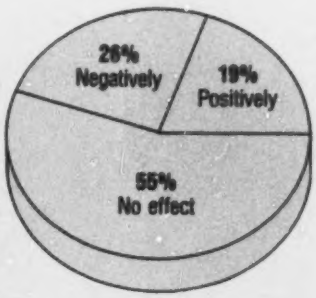
Survey results indicate that females are better at juggling a career and a relationship. The personal lives of unit managers (59%) are the most adversely affected by work.

How career affects personal relationship.

MALE



FEMALE



CORPORATE EXECUTIVE

Avg. hours per week: 48.9
Challenged by job: 83.3%
Frustrated by job: 40.9%
Having fun on job: 49.6%
Debi Benedetti is a regional vice president at Bon Appétit Foodservice Management Co. in San Francisco. Prior to her present position, she worked her way up to district manager after 18 years with a large foodservice contractor.

"When I started out in foodservice, right out of college, there was a great deal of discrimination against women. It was not a malicious kind of discrimination, it was simply the way things were. At that time, women were the cooks, the dietitians, the technical people; they weren't in management.

"The culture was set by men who lived in the 'good ole boy' network mentality. I think it was a matter of comfort. They were more comfortable and had a built-in rapport with other men. But I didn't let any of this stop me.

"The old saying, 'A woman has to work twice as hard to get half the distance,' was very true. I had to volunteer for every committee, accept all the special projects and keep my performance level very high because I was being judged against the men. I accepted every move, every transfer at the expense of a lot of my personal life. But I cannot begin to tell you how much it has benefited me now. I'm not at all bitter because all that work made me what I am and got me where I am, in a job I absolutely love." R&I

Debi Benedetti is regional vice president at Bon Appétit Foodservice Mgmt. in San Francisco.

DISCRIMINATION

ON THE SURFACE

Job discrimination is still a major complaint among minorities. Overall, the percentage citing racial discrimination dipped slightly, while age and sexual discrimination complaints increased from 5% to 7%.

Has a foodservice employer discriminated against you?

	White	Black	Hispanic	Oriental
Race	8%	86%	65%	59%
Religion	6	0	0	0
Age	59	21	35	48
Sex	51	29	6	24
Response to perceived discrimination				
Did nothing	49%	33%	55%	55%
Left the company	30	46	31	14
Protested internally	24	30	28	45
Filed EEOC complaint	3	0	0	0

©1989 *Restaurants and Institutions*, a Cahners publication.

ACTION EXPRESS

MAGAZINE DIVISION STAFF

Terrence McDermott, President; Charles E. Moodhe, Senior Vice President/General Manager; Peter T. Orsi, Senior Vice President; Thomas J. Dellamaria, Vice President Production and Manufacturing.

BUSINESS STAFF

Barry H. Reese, Publishing Director; Jane Young Wallace, Vice President/Publisher; Steven D. Mayer, Director of Marketing; Catherine Erickson, Associate Director of Marketing; Corinne Zollars, Assistant to Sales/Marketing Director; M.R. Robinson, Vice President Foodservice Research; Karen Hallberg, Foodservice Research Director; Ed Christ, Circulation Director; Denise Stolton, Circulation Manager.

BUSINESS OFFICES

Mark A. Strauss, National Sales Director. **Midwest:** Rose Deneen, National Sales Coordinator; Candice J. Hammett, Regional Manager; John W. Maisel, Regional Manager; Marjorie S. Maca, District Manager; Susan Kallas, Sales Services Manager; Patricia McGowan, Recruitment/Classified Advertising Manager, Cahners Plaza, 1350 E. Touhy Ave., P.O. Box 5080, Des Plaines, IL 60017-5060. Phone: (312) 635-8800. **East Coast:** Robert Fisk, Regional Manager; William Lazar, Regional Manager, 8 Stamford Forum, P.O. Box 10277, Stamford, CT 06904-2277. Phone: (203) 328-2547. Michael Cardello, Regional Manager and National Sales Manager/Beverage Alcohol, 249 W. 17th St., New York, NY, 10011-5301. Phone: (212) 463-6480. **Central Area:** Jerry Stiegler, Regional Manager, 1621 Euclid Ave., Cleveland, OH 44115-2186. Phone: (216) 696-1800. **Southeast:** Thomas McElhinny, Regional Manager, Suite 395, 6520 Powers Ferry Rd., Atlanta, GA 30339-2911. Phone: (404) 955-6500. **West Coast:** John Barkan, Regional Manager, Room 1007, 582 Market St., San Francisco, CA 94104-5311. Phone (415) 981-2594. Rebecca Roberts, Regional Manager, 18818 Teller Ave., #170, Irvine, CA 92715-1679. Phone: (714) 851-9422. **Southwest:** Thomas McElhinny, Regional Manager, 12127 Carriage Hill Dr., Houston, TX 77077-2508. Phone: (713) 497-1095. Michael Cardello, Regional Manager, Suite 515, 13740 Midway Road, Dallas, TX 75244-4314. Phone: (214) 980-0318. **Japan:** Kaoru Hara, Dynaco International Inc., Suite 1003—Sun-Palace Shinjuku, 8-12-1 Nishishinjuku Shinjuku-ku, Tokyo 160, Japan. Phone: (03) 366-8301.

FOR YOUR OWN COPY OF RESTAURANTS & INSTITUTIONS

Call (303) 388-4511 or circle 500 on the Reader Service Card.

ADVERTISING INDEX

For more information on the products advertised and featured in this issue, circle the number indicated on the Reader Service Card.

Advertiser	Inquiry No.
Allen Canning (p.152-153)	59
Amana, A Raytheon Co. (p.175)	67
American Dairy Association (p.168-169)	64
American Gas/Keating (p.59)	19
American Permanent Ware, Inc. (p.41)	14
Atlantic Cheinco Corp. (p.185)	82
Avtec Industries, Inc. (p.186)	86
Bellsouth Services (p.172)	66
Beverage Air (p.65)	20
Blaze Products from Aaper (p.184)	78
Bloomfield Industries, Inc. (p.143)	55
Bud of California, From Dole (p.151)	58
Buffalo China, Inc. (p.117)	40
Bunn-O-Matic Corp. (p.131)	48
Calavo Foods, Inc. (p.18-19)	7
Calavo Growers of California (p.22-23)	8
California Avocado Commission (p.162-163)	63
Cambro Mfg. Co. (p.94-97)	31,32,33,34
Campbell Soup Co. (p.144-145)	56
Carnation Co., Foodservice (p.120-121)	43
Classified (p.188-194)	
Clear Springs Trout (p.100-101)	36
Coco Lopez (p.180)	70
Coldelite Corp. of America (p.184)	76
Commercial Aluminum Cookware Co. (p.159)	61
Continental Coffee Products (p.IBC)	91
Dannon Co. (p.177)	68
Del Monte Foodservice (p.82-83)	
Dixie Crystals/Savannah Food & Industries, Inc. (p.148-149)	57
Dole Packaged Foods (p.155)	
DuPont Canada, Inc. (p.122)	44
Durkee Foodservice Group (p.35-38)	13
Durkee-French Foods, Inc. (p.26-27,99)	
Dutchess (p.183)	74
Equal Low Calorie Sweetner (p.72-73)	23
Fishery Products, Inc. (p.28-29)	11
Follett Corporation (p.91)	30
Frymaster Corp., Div. of Welbilt Corp. (p.81)	26
Garland/A Welbilt Co. (p.132-133)	49
General Mills, Foodservice Div. (p.104-105)	37
George Little Management (p.115)	39
Hatco Corp. (p.134)	52
Hillshire Farms (p.127)	46
Hormel & Co., George A. (p.156-157)	60
Hospitality Mints (p.186)	84
Hunt-Wesson Foodservice Div. (p.7-10)	4
Iceland Seafood Corp. (p.54-57)	17,18
Imperial Cup (p.181)	97
Jeron Technologies (p.183)	98
Karp & Sons, L. (p.171)	65
Keating of Chicago, Inc./ American Gas (p.59)	19
Kellogg Company (p.167)	95,96
Lancaster Colony Commercial Products (p.187)	90
Libbey Glass Foodservice, Libbey Glass Div. (p.25)	9
Lockwood Mfg. (p.184)	75
McCormick/Schilling (p.118-119)	41,42
Marsh Chalkboard Co. (p.187)	88
Micros Systems, Inc. (p.139)	53
Miller Brewing Co. (p.128)	47
Molded Fiber Glass Tray Co. (p.185)	81
National Coffee Assn of U.S.A. Inc. (p.85,87,89,91)	29
National Dairy Board/D.P.F.A. (p.109-114)	135

continued on page 195

BPA ABC ABP

RESTAURANTS & INSTITUTIONS, a Cahners publication
1350 E. Touhy Ave., P.O. Box 5080, Des Plaines, IL 60017-5080 Phone: 312/635-8800.

Cahners Publishing Company, A Division of Reed Publishing USA ☐ Specialized Business Magazines for Building & Construction ☐ Manufacturing ☐ Foodservice & Lodging ☐ Electronics & Computers ☐ Interior Design ☐ Printing ☐ Publishing ☐ Industrial Research & Technology ☐ Health Care ☐ Entertainment ☐ Specialized Consumer Magazines: American Baby ☐ Modern Bride.

RESTAURANTS & INSTITUTIONS (ISSN 0273-5520) is published biweekly (with an additional issue in January, February, March, May, July, September and November) in national, demographic and separate editions by The Cahners Publishing Company, A Division of Reed Publishing USA, 275 Washington St., Newton, MA 02158-1630. Terrence M. McDermott, President; Charles H. Moodhe, Senior Vice President/General Manager, Chicago Division; Jerry D. Neth, Vice President/Publishing Operations; J.J. Walsh, Financial Vice President/Magazine Division; Thomas J. Dellamaria, Vice President/Production and Manufacturing. Circulation records are maintained at Cahners Publishing Company, 44 Cook St., Denver, CO 80206-5800. Phone: 303/388-4511. Second-class postage paid at Denver, CO 80206-5800 and additional mailing offices. Postmaster: Send address corrections to RESTAURANTS & INSTITUTIONS at our Denver address. RESTAURANTS & INSTITUTIONS copyright 1989 by Reed Publishing USA; Ronald G. Segel, Chairman and Chief Executive Officer; Robert L. Krakoff, President and Chief Operating Officer; William M. Platt, Sr. Vice President. Annual subscription rates for non-qualified people; USA, 1 year $99.95, 2 years $189.95; Canada/Mexico, 1 year $115, 2 years $205; other countries surface mail, 1 year $155, 2 years $290; and air mail, 1 year $240, 2 years $460. Except for special issues where price changes are indicated, single copies of regular issues are available for $10 (USA, Canada/Mexico and foreign). Please address all subscription mail to RESTAURANTS & INSTITUTIONS, 44 Cook St., Denver, CO 80206-5800. RESTAURANTS & INSTITUTIONS has also been published as "INSTITUTIONS, Magazine of the Service World" and INSTITUTIONS/VOLUME FEEDING MANAGEMENT.